

**MONTREAL YMCA**  
**1987 DAY CAMP REPORT**

Submitted by:  
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## INTRODUCTION

1987 was a good year for the Montreal YMCA Day Camps. Numbers went up and although our actual income was lower than budgeted, expenses were lower than anticipated. This led us to a positive variance of + 8,538 in the overall association.

In the next few pages I will outline:

- A) The highlights of camp
- B) Number of participants
- C) Actual overall budget
- D) Training events
- E) Evaluation & Recommendation clinic
- F) Recommendations
- G) Conclusion.

## APPENDIX

- Evaluation & recommendations training report.
- Branch survey
- Expense breakdown per code.

### HIGHLIGHTS

1. This year saw the appointment of a Metro Commissioner.
2. 7% Increase in participation for '87 in senior camp (5.208 campers.) Stats from junior camp not available.
3. Budgeted income: 382,888 - actual income: 382,393.  
Budgeted expense: 171,804 - actual expense: 162,931.  
+ variance of 8,538.
4. 124 youths were employed
5. 100 volunteers were involved (11 of which were integration workers.)
6. 96 staff were trained in the first aid city wide training.
7. 5 major training events were held for the senior staff:
  - 1) Hiring clinic - April
  - 2) Sr. Staff training - May
  - 3) Integration training - June
  - 4) Wellness training - June
  - 5) First aid training - June.
8. First Annual Day Camp Volleyball Tournament was held at Pte-St-Charles YMCA.
9. A standard registration form was developed and used by 6 out of 8 of the branches.
10. Standard pre-camp training was developed.
11. Directors meetings were held regularly, beginning in March and continuing throughout the summer.
12. All camps were visited by the Metro Commissioner.
13. A telephone survey was done to analyze each branch's information system.
14. An evaluation & recommendation clinic was held in August for all senior staff, to analyze & recommend changes for the upcoming year.

DAY CAMP PARTICIPATION BREAKDOWN      COMPARISON CHART

BRANCH	SENIOR CAMP 1986	SENIOR CAMP 1987	JUNIOR CAMP 1987	SPECIALITY CAMP 1987	POST-WEEK 1987	TOTAL 1987
CENTRE-VILLE	576	610	-	260	20	890
INTERNATIONAL	431	415	-	-	50	475
ST-LAURENT	372	480	174	-	25	679
N.D.G.	662	657	343	94	-	1.094
PTE-ST-CHARLES	636	611	126	-	-	737
HOCHELAGA	620	628	-	-	-	628
WESTMOUNT	503	501	488	73	25	1.087
WEST ISLAND	1.070	1.113	-	-	16	1.129
TOTALS	4.870	5.208	1.131	427	136	6.709

PARTICIPATION BREAKDOWN

CODE 740	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL	WK9
INTERN.	51	63	52	49	38	50	53	59	425	50
ST-LAURENT	67	68	62	56	56	58	57	56	480	25
N.D.G.	100	98	73	70	64	67	93	92	657	0
*PT-ST-CH.	101	101	77	75	97	95	95	96	737	0
HOCHELAGA	80	80	77	77	67	67	90	90	628	0
CENTRE-V.	82	78	86	79	81	75	66	62	610	20
WESTMOUNT	73	73	62	62	59	59	56	57	501	16
W.ISLAND	148	150	141	131	129	129	145	140	1113	16
	<hr/> 702	<hr/> 712	<hr/> 630	<hr/> 599	<hr/> 591	<hr/> 600	<hr/> 655	<hr/> 652	<hr/> 5141	<hr/> 137

\* Pte-St-Charles numbers include both Sr.& Jr. camps.  
Breakdown information not available.

## BUDGET

In the next few pages you will find comparison charts which outline:

- A) Income
- B) Expense
- C) Variance figures for each branch
- D) Expense/income ratio.

This analyzes senior, junior, and speciality camps. Also included is Metro's expense.

DAY CAMP BUDGET BREAKDOWN (INCOME)

COMPARISON CHART

	SENIOR CAMP		JUNIOR CAMP		SPECIALITY CAMP		TOTAL	
BRANCH	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
CENTRE-VILLE	41,000	40,900	0	0	14,400	19,135	55,400	60,035
INTERNATIONAL	28,600	24,348	0	0	0	0	28,600	24,348
ST-LAURENT	27,350	34,761	9,400	7,028	0	0	36,750	41,789
N.D.G.	46,340	45,158	16,015	17,430	4,960	7,370	67,315	69,958
PTE-ST-CHARLES	10,950	11,491	0	0	0	0	10,950	11,491
HOCHELAGA	33,880	36,323	0	0	0	0	33,880	36,323
WESTMOUNT	25,216	26,052	22,009	21,534	13,103	8,880	60,328	56,466
WEST ISLAND	77,000	72,371	12,665	9,612	0	0	89,665	81,983
TOTAL	290,336	291,404	60,089	55,604	32,463	35,385	382,888	382,393



DAY CAMP BUDGET BREAKDOWN (EXPENSE)      COMPARISON CHART

BRANCH	SENIOR CAMP		JUNIOR CAMP		SPECIALITY CAMP		TOTAL	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
CENTRE-VILLE	14,412	14,878	0	0	8,385	10,384	22,797	25,262
INTERNATIONAL	15,932	15,120	0	0	0	0	15,932	15,120
ST-LAURENT	13,363	12,608	2,980	2,580	0	0	16,343	15,188
N.D.G.	15,635	14,126	7,071	7,058	2,222	1,605	24,928	22,789
PT-ST-CHARLES	11,946	10,751*	0	0	0	0	11,946	10,751
HOCHELAGA	12,453	13,892	0	0	0	0	12,453	13,892
WESTMOUNT	12,556	10,941	9,172	6,231	4,136	4,544	25,864	21,716
WEST ISLAND	36,513	34,282	5,028	3,931	0	0	41,541	38,213
TOTALS	132,810	126,598	24,251	19,800	14,743	16,533	171,804	162,931

\*Pte-St-Charles received a government grant and the amount shown is the expenses paid by the grant. These figures were given by S. Tessier.



DAY CAMP BUDGET VARIANCE ALL CAMPS

BRANCH	INCOME VARIANCE	EXPENSE VARIANCE	VARIANCE
CENTRE-VILLE	4635	(2465)	2170
INTERNATIONAL	(4252)	812	(3440)
ST-LAURENT	5039	1155	6194
N.D.G.	2643	2139	4782
PTE-ST-CHARLES	541	1105	1646
HOCHELAGA	2743	(1439)	1304
WESTMOUNT	(3862)	4148	286
WEST ISLAND	(7732)	3328	(4404)
TOTAL	(245)	8783	8538

COMPARISON CHART INCOME: EXPENSE RATIO

Centre-ville	2.4	:1
International	1.6	:1
St-Laurent	2.8	:1
N.D.G.	3.0	:1
Pt-St-Charles	1.1	:1
Hochelaga	2.6	:1
Westmount	2.6	:1
West Island	2.2	:1
Average	2.28	:1

EXPENSES OF METRO

Commissioner:	\$1.500.00	Commissioner's salary
Training:	\$1.300.00	one half of the senior staff
	<hr/>	training cost was paid by Metro
	\$2.800.00	

### BUDGET SUMMARY

Budgeting methods don't seem to be consistent for all branches. For example, one branch budgeted salaries in code 43. Proper coding should be used for breakfast (69-provisions) when provided after overnights. Only two branches did so and yet all but two branches held overnights.

There seems to be a problem also with how much to budget. In promotion, the amount of money budgeted ranges from zero to \$1.233.00.

This is one area of Day Camp that needs improving.

## TRAINING EVENT

This year senior staff (coordinators & directors) received 5 major training events. Following is a brief description of what went on in each on these events.

### 1. Hiring clinic - Gavin Turley, April.

This clinic dealt with how to conduct an interview & what to look for.

Attended by all branches (coordinators & directors)

3 hour session

Very good, informative session which should be held every year for new directors & coordinators

### 2. Senior staff clinic -Metro Coordinator & Branch Camp Directors, May.

This was our major training event for senior staff. It was held at Kamp Kanawana. Topics included:

- Local camp presentations
- Camp standardization
- Motivation
- Communication
- Supervision tools
- Games
- Arts/crafts/music
- Themes
- Trips
- Pre-camp

Attended by all branches, 2-1/2 days up north.

Overall it was good, yet more emphasis is needed on 'hands-on' activities.

### 3. Integration workshop - Christine Zarzour, June

This clinic dealt with how to integrate handicap children into camps.

Attended by 6 branches - 2-1/1 hours.

Good session but for those camps which integrate children.

4. Wellness clinic - Gay Jarvis, June

This clinic dealt with how we can develop the lifestyles (wellness) theme in our camps.

2 hour session.

Good session because on 'hands-on' experience.

5. First aid training - Red Cross - June

As part of the requirements to work at the Y Day Camps all staff should be qualified in first aid.

This 8 hour training event dealt with basic first aid.

Very poorly run. We need first aid training but should not have the Red Cross offer it.

## EVALUATION & RECOMMENDATION CLINIC

On August 17, 1987 a recommendation & evaluation clinic was held at the N.D.G. YMCA. The goal of this session was to find out what the Montreal YMCA need to do to improve day camp: their participation, financial viability & program content.

Animating this session were: Michael Weil, programs  
Hope Korytko, training  
Gay Jarvis, programs  
Madalena Coutinho, administration  
George Chrysomalis, promotion.

Bill Pigott was also invited & took part in the workshop.

The following is a summary of some of the areas of concern that surfaced during this intensive evaluation session.

### A) PROGRAM:

1. The Montreal YMCA appears to be losing a large share of the day camp market due to the fact that a large number of parents are sending their children to speciality camps (i.e. Westmount YMCA).

2. For those parents who are content with our day camp, the Montreal YMCA must look into offering a more varied program, i.e. sports, gymnastics, creative arts, etc.)

3. Overnights were a major concern since most branches are ill equipped to handle 40-80 children on a sleep-over.

4. Parent nights are unique to the Montreal YMCA day camps, but attendance for some branches was low due to the fact that parents nights tend to be more of a "show & tell" event rather than a participatory evening with their children.

### B) STAFFING/TRAINING:

1. All branches agreed that working for the Montreal YMCA day camps is a good experience. Yet we tend to demand very much from our staff for little or no pay (i.e. leaders) It cost our staff \$60.00-\$80.00 just to work for us. They must take the Camp Counselor training course (\$40.00) and a First Aid course (\$20.00), and they must buy a staff shirt (\$5.00-\$10.00).

Our staff must be: swim instructor, arts & crafts specialist, sports pro, etc. As a result staff get frustrated and some times "burn-out". Our return rate is very low. At St-Laurent this year all staff (11) were new and at West Island only 1 staff member returned out of 22. This causes a development problem. We can't develop because we are always retraining.



2. The Montreal YMCA "Leader Program" has a lot of potential. We can and should be a leading force in the community. Yet due to a lack of training on how to deal with volunteers & with this program, development has stagnated.

Leaders are looked upon as children who are too old for camp, yet too immature to be counsellors. Some camp directors have stated that they have more problems with the leaders than with the campers. One can't expect a 13 year old to be as mature as an 18 year old.

3. As stated in point 1 of staffing, a large turn over rate tends to be common with all of our day camp. This is not only true of counselors & coordinators, but also of directors. This year 5 out of 8 directors were new & one of the remaining directors was in her 2nd year.

The major problem facing camp directors is the lack of training. Due to this fact, training coordinators & running a leaders program is a major problem.

#### C) STANDARDIZATION:

In the past few years the Montreal YMCA day camps have done much to standardize it's camps, yet we still need to improve in some areas:

1. The camp directors & coordinators pointed out that there is still a major problem with pre/post camp. Some branches don't charge whereas other branches who do charge vary from \$1.00-\$2.25 hr.

2. Day camp directors felt that there was a lack of standardization/policy in the administration area. Examples of this are cash advances, payroll, salaries, & registration forms.

3. Another area of concern was that of camp structure & organigrams as they differ from branch to branch. Subsequently the camper/staff ratio is affected.

#### D) PROMOTION:

The standardization of our image and consequently our promotional efforts is also a problem. Although much has been done, we are still viewed as "The Salvation Army Camp". Camps such as "McGill" & "Camp of Champions" don't have better quality, but rather a good name. As it was stated by the staff, we still have work to do in this area.



E) CAMP STRUCTURE:

As the branches clearly saw through this event, the Montreal Y day camps need much more work done. More human resources are needed if we want our camps to grow & develop. Coordination of the branches is essential & time is a problem. The Montreal YMCA has not devoted enough time and effort to day camps.

Presently the Metro Commissioner is supposed to be doing this job, 2 days/month. In reality the job is much more time consuming. For example, senior staff training took 14 days of work (this includes initial meeting, food buying, meeting with guests speakers, visiting Kanawana..) Monthly meetings took 6 days, the camp visits & phone calls took 5 days, etc. This alone adds up to 25 days, more than had been expected, and this is only a fraction of the work. No real time was spent on development. All we have time for is maintaining.

## RECOMMENDATIONS

The following list of recommendations came from all camps during the evaluation & recommendations clinic held in August. Local branch recommendations can be found in your local branch report.

### TRAINING

#### 1. C.I.T./L.I.T.:

A much more structured program for the summer which will then lead into a year round leaders program (see program recommendations.)

#### 2. Counsellors:

A standardized five day, paid pre-camp training which is 'hands-on' and incorporates experienced counsellors in the planning, and is done out of the city.

#### 3. Coordinators:

A senior staff up north training event that deals with supervision, idea sharing, and how to train counsellors.

#### 4. Directors:

A training event that is designed just for directors so that they can learn how to train Coordinators and work with Leaders.

A training event is needed to deal with budgeting. The Montreal YMCA Camp Commissioner should sit down with the directors of camp and plan their budgets using proper codes.

### PROGRAMS

1. Speciality camps should be looked into if we intend to compete with other camps.

2. A camp for leaders in training should be set-up (13-14-15 year olds)

3. Sr. camp (ages 9-12) should have a more varied program than the 6-8 years old. i.e. more sports.

4. More coordination is needed at metropolitan level so that camps can offer better programing, i.e. trips.

5. A facility should be found for all Y sleep-overs.

### PROGRAM (Cont'd)

6. More workshops & resources are needed for staff to develop themes.
7. Parent's nights should be structured so that they are more informative & participatory.
8. The pre/post camp program should be standardized (cost, time, etc.)

### PROMOTION

1. More help is needed from Metro, both financially and through human resources.
2. A new flyer should be designed that is more open ended, so that it can be used without any time frame.
3. We should develop a marketing strategy for promotion (see evaluation & recommendations clinic worksheets in appendix).
4. We need to coordinate our promotion techniques throughout branches.

### ADMINISTRATION

1. We need to revise registration forms so that they can include a proper payment sheet.
2. Need to review payroll system for camp. Holding back pay for 2 weeks is a major problem in camp.
3. A quicker and more efficient cash advance system is needed. This Summer a 4-1/2 week wait for more cash was a major problem.
4. Administration staff should be informed ahead of time so that they can give proper information on program, registration, etc.
5. Camp structures should be standardized. We should decide on proper coordinator/staff ratio (i.e. 1 coordinator to 8 staff.)

### OTHER

1. Salaries should be reviewed & action taken to see that we have the best qualified staff in camps.
2. Camper/staff ratio should be observed.
3. Day Camp policy should be revised (city wide)
4. More money should be allocated for trips & outings. We had money for buses but none for entrance fees.
5. Directors should realize what their branch capacity is and find new locations for extra campers when necessary.
6. If salaries remain low, the Montreal Y should pay for staff training events such as first-aid.
7. Day camp reports should be handed in on time & should be standardized so that we can properly analyze all information.
8. The manual on all standardized areas of Day Camp should be up-dated for all program & Day Camp Directors.

### MAJOR RECOMMENDATION

For as far back as 1983/84 the Montreal YMCA has stated that an association-wide strategy to optimize day camp programs & operations is needed.

This year (1987) the senior staff got together & held a 1/2 day recommendation & evaluation clinic. Throughout the session one major recommendation kept coming up: the need for at least a 1/2 time Metro Coordinator for Day camps.

This person's major job would be, in collaboration with the day camp directors & the Metro Program Director:

1. Deal with standardization of camps.
2. Develop a proper training program for all Day Camp staff.
3. Develop new, innovated and safe Day Camp programs.
4. Develop, with the marketing coordinator, a new marketing strategy.
5. To follow through on all 1987 recommendations.

This year much was done to develop & standardize day camp (i.e. registration forms, pre-camp training, first aid training, etc.) but in order to grow & develop our day camps we must put more time & effort into this area.

### CONCLUSION

This year has seen a lot of progress in Day Camps:

- Numbers increased 7%.
- We brought in a positive variance over & beyond what was expected.
- We standardized the registration form, pre-camp training, etc.
- We held a recommendations & evaluation event, etc.

There appears to be a lot of opportunity for growth & development in the area of day camps, but if we intend to grow we must devote more time & effort into this area.

## APPENDIX



DAY CAMP GENERAL MEETING

HELD AT THE N.D.G. BRANCH AUGUST 17/87

AGENDA

1. Introduction
2. Small groups
3. Supper
4. Presentation of small groups
5. Group objectives
6. Where do we go from here?

I. TRAINING:

Hope: France  
Lisa  
Kevin  
Judy

II. PROGRAM: Group #1:

Michael: Linda  
Jeff  
Ruth

Group #2:

Gay: Gordie  
Sally  
Gerry

III. PROMOTION:

George: Marilyn  
Margaret  
Oona

IV. ADMINISTRATION:

Maddie: Lydia  
Christine  
Suzanne

## I. TRAINING THIS YEAR

### SENIOR STAFF

- o Three day training up North: Directors-Coordination, i.e.. supervision, motivation, precamp. Early May.
- o Interview technique workshop (April.)
- o Integration workshop (June.)
- o Lifestyle workshop (June.)

### COUNSELORS

- o Precamp 3 to 5 days  
(some went away, some did not)R
- o First aid workshop
- o C.C.T.C. versus C.I.T. - L.I.T.
- o Branch specific workshops.

### C.I.T. OR .L.I.T.

- o Branch pre-camp training.
- o Some branches have a structured course: program/informal meetings.

FOR C.C.T.C.

1. A much more structured Montreal YMCA program for C.I.T.'s during Summer.
2. A structured year round program required, to feed summer L.I.T.s into year programs.
3. C.I.T. Coordinator.

RECOMMENDATIONS - DIRECTORS/COORDINATORS

1. C.I.T.'s recruitment.
2. More opportunities for exchange/sharing with other directors.
3. Budget seminar in January.
4. More Metro coordination - 2 days per month inadequate re:
  - Standardization
  - PR
  - Leaders
  - Voice at Metro
5. Training on how to structure:
  - Precamp
  - C.I.T.
6. Specialized workshops as needed, i.e. supervision, program solving, etc.

COUNSELLORS

1. Five day precamp standards, 'hands-on'
2. Incorporate Counsellors more in precamp training.

### RECOMMENDATIONS FOR C.I.T./ L.I.T.

3.

Ideal: Lots of kids

1. Recruitment
2. What to do with them (\$)
3. Recognition
4. How to structure an appealing program for LIT's.

### FOUR GREAT RECOMMENDATIONS

#### 1. C.I.T.:

-A much more structured program for the summer which will then develop into a year round leaders program.

#### 2. COUNSELLORS:

-A standardized five day, paid precamp training, which is 'hands on' and incorporates experienced counsellors in the planning.

#### 3. COORDINATORS/DIRECTOR:

-For senior staff training, Directors to be trained so that they can train:

- a) Coordinators
- b) Counsellors

Ideas: i) Supervision

ii) Budget, etc.

iii) More opportunities for sharing of ideas EARLIER.

iv) Pre-camp for coordinators.

#### 4. METRO

-Some one needed 'as a voice' to do day camp:

- a) Leaders .
- b) Standardization
- c) Follow through on all recommendations.

## II. PROGRAM

4.

### ACTUAL

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### COULD BE IMPROVED BY

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#### THEMES:

- |   |  |
|---|--|
| a) Theme/week.                            | Have workshops on themes<br>more resources available.  |
| b) Have 4 standard Association<br>themes. | Each branch to have the<br>opportunity to make it on<br>'Awareness' and not immersion<br>themes. |
| c) Have 4 standard Branch<br>themes.      |  |

#### TRIPS:

- |   |  |
|---|--|
| a) One minor, walk/MUCTC.<br>One major, full day event. | Liason working at the Metro<br>level communicating with<br>communities, involved in Day<br>Camp, and checking resources. |
|---|--|

#### OVERNIGHTS:

Generally:

- |   |  |
|---|--|
| a) 1 every 2 weeks.                           | Need lower ratio.                            |
| b) Held at YMCA.                              | Age 6-10, 11-14.                             |
| c) Not held at Y.                             |  |
| d) On newsletter:<br>-Agenda<br>-Necessities. | Program offered at Y for those<br>not going. |
| e) Permission slips.                          | 1 overnight/session, 2nd week.               |
| f) Breakfast for all.                         |  |
| g) Optional for campers.                      |  |
| h) Bring sleeping bag.                        |  |

PARENTS NIGHT:

5.

Held:

- a) 2nd Thur.of session  
with sleepover.
- b) At YMCA.
- c) All staff participates.
- d) 1 hrs. 15 min.
- e) Advertise them.
- f) Hands on experience.
- ) Parents meet personnel.

PROGRAM GROUP RECOMMENDATIONS

GROUP #1:

- 1. Sleepovers: -Have all sleepovers out of Y facility.
- 2. Trips: -More money for entrance fees.  
-Full time person from Metro to work as liason  
with communities, i.e.deals on trips, reduced  
MUCTC fares, etc.
- 3. Themes: -Workshops on themes.
- 4. Parents nights: Structure them so that they are more  
informative and participatory.  
Set agenda.

-Not all activities happening as per guide, i.e. drama, music.



-Why?

-Time.

6.

-Scheduling.

-Lack of trained personnel.

-Cultural activities.

-Sports & games.

-Swimming.

-Arts & crafts.

-Special events.

1. Cultural Activities:

-Perhaps hire a specialist for the entire YMCA camps.

-Drama.

-Music.

2. Day Trips:

-More money needed for day trips.

-Trips not repeated.

-More coordination between day camps.

-Planned together.

3. Theme Weeks:

-Can be more creative

-Counsellors have to be motivated, put more effort into theme weeks.

-New manuals.

4. Specialty Camps:

-Computer Camp.

-Language.

-Swimming.

GROUP #2:

1. Camp for 13, 14, 15 year olds - Leader in Training Camp.
2. Different Program for 9, 10, 11, 12 year olds.

- More organized sports for boys.

- Give options.

- Give greater responsibility to older participants, i.e. participants, i.e. use as leaders with 3-4 year olds, clean up chores.

3. More resources for staff.

4. More coordination of Y camps needed.

### III. PROMOTION:

8.

- o To orient promotion to two target groups:
  - 1. Non-user.
  - 2. Returning user.
- o To provide continuity by having three promotional 'waves'.
- o To provide some common promotional tools.

#### Wave #1:

Target: Returning user.

Who: Branch.

When: Common registration date.

Method: Direct Promo: -Personal letter.  
-Phone call.  
-Friendship reunion night.  
-Birthday cards (common).

Program Cross-Promo:

-Flyer/Info to current program participants, i.e. day care, child development, etc.

#### Wave #2:

Target: Non-user.

Who: Metro.

When: Mid-April.

Method: Mass Media: -Newspaper ads.  
Gazette, La Presse, J. de Montréal.  
-Articles/press releases, local & major newspapers

Common Materials:

-Posters.  
-Flyers/dépliant.  
-Overhead.  
-Letterhead.  
-Day Care brochure cover design.

Wave #3:

Target: a) Returning user.  
b) Non-user.

Who: Branch.  
Metro.

When: May & beyond.

Method: Mall Promo: -Radio PSA.  
-Common day (s.)  
-In-mall pre-promo.

School visits: Day camp brochure & depliant.

Controlled distribution: Posters in locals stores.

Program Cross-Promotion.

The After Shock:

Target: Returning user.

Who: Branch.  
Metro.

When: During day camp sessions.

Method: T-shirts.  
Badges.  
Evaluation (a nice one.)  
Newsletter.  
Special notice bulletins (at parents' night.)  
In-camp bulletin board.

#### IV. ADMINISTRATION

##### STANDARDS:

- o Eight week day camp.
- o Number 9 week is optional for local areas where this is a need.
- o Day care service - pre & post camp.
- o Should have a camp with fixed hours, 8:30-3:30.
- o Standardize salaries within a range & fees that are charged.
- o Registration process: standardize forms.

##### RECOMMENDATIONS

1. Metro Day Camp Coordinator to overlook all day camp aspects.
2. Budget:     -Orientation is critical to new staff.  
                  -Day Camp Directors to discuss what budgets are like. (part of training for coordinators).
3. Payroll:     -Pays being held back two weeks.  
                  -A matter of timing?  
                  -Should there be a period allocated for Day Camp staff blue forms?
4. Cash Advances:  
                  -Quicker response to request of a petty cash, or  
                  -A large petty cash.
5. Separate service offered by someone completely out of Day Camp such as a coordinator who takes care of solely the babysitting.

### BRANCH SURVEYS

As part of my Metro responsibility I visited all eight branches this Summer. Here are my observations:

1. All camps seemed to be running smoothly. Staff spirit was high.
2. The campers interviewed really enjoyed camp.

Areas most enjoyed are:

- Swimming
- Trips
- Arts & crafts
- Computers

Areas to be improved upon:

- Forced activities
- Not going outside
- Not getting to do an activity (as a punishment)

3. Most standards seemed to be enforced. Overnights a problem at 2 branches.
4. Camp safety - weak:  
Only 1 camp knew how to exit in case of fire or emergency.  
In 1 branch some staff didn't know.
5. Camper/staff ratio a little high in some camps; 1:10 for 7-8 year olds.
6. In some branches you hardly even knew there was a camp going. More promotion should be done within the branch.

### PHONE CALL SURVEY

Each branch was called twice, once in French and once in English, during the Summer in order to analyze the branch's information system. Here are the results:

- Westmount:      -All information given both times when asked, receptionist knew the answers.  
                  -Very pleasant, good customer service.  
                  -Camp ratio varied on both calls 1/6, 1/7.
- Hochelaga:      -First call all information given when asked. very helpful.  
                  -Overnights was not dealt with.  
                  -Second call was told it was full & then hung-up.
- West Island:    -First call all information was given when asked.  
                  -Second call all information was given without being asked. Very nice.
- International:  -Most information correct both times called.  
                  -First call no information given on overnights.  
                  -Second call was told that the children swim every day. Camp ratio not sure on first call. Pleasant overall.
- Centre-ville:   -First call very nice but unsure about info, i.e. was told about an overnight which does not occur.  
                  -Second call nice, willing to register child by phone.    -Ratio varied: 2/20 first call; 3/20 second call.
- Pt-St-Charles:  -First call all info given.  
                  -Ratio, not sure 3-4/15-20 children.  
                  -Second call not all info given.  
                  -Cost varied, from \$30.00 first call to \$45.00 second call.  
                  -Price not all inclusive.
- N.D.G.           -Overall all information given correct.  
                  -Person not very outgoing.  
                  -Camp hours varied, 8:30-5:00 & 8:30-12:00.  
                  -Camp ratio varied: 1/6, 1/7.
- St-Laurent:     -First call very polite & patient, all info given.  
                  -Told camp was full but info still given.  
                  -Second call was told camp was full & then hung-up. The receptionist was rather rude.



EXPENSE BREAKDOWN

	HOCHELAGA		PTE-ST-CHARLES		CENTRE-VILLE		INTERNATIONAL	
CODE 740-	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
42	9,241	*7,923	8,132	**9,248	0	0	10,724	9,650
43	0	0	0	0	11,000	10,272	0	0
46	73	132	113	168	130	195	117	183
51	441	400	0	0	89	0	246	1,233
52	0	0	0	0	850	1,330	0	0
57	0	0	0	0	0	0	0	0
60	325	250	243	300	580	300	210	300
64	0	0	0	0	0	0	0	0
66	1,100	1,000	850	1,000	4,125	3,840	574	2,352
68	1,313	1,900	832	200	3,173	3,120	2,136	1,200
69	0	0	0	0	0	0	566	500
78	539	0	0	0	0	0	0	0
80	36	0	0	0	0	0	0	0
82	313	229	247	291	373	338	356	317
85	343	279	334	354	339	411	399	386
93	0	0	0	0	363	600	0	0
94	308	226	0	285	365	331	358	311

(\* Although no money appears to be budgeted for Hochelaga, in fact \$7,923 was budgeted.  
 (\*\* Pte-St-Charles received a government grant.

EXPENSE BREAKDOWN (cont'd)

	N. D. G.		WESTMOUNT		WEST ISLAND		ST-LAURENT	
CODE 740-	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET
42	9503	10,575	7,508	8,723	16,230	18,760	7,542	7,330
46	43	202	61	166	128	356	65	714
51	675	250	256	500	167	1,000	453	500
52	0	0	0	0	67	400	165	150
55	0	0	0	0	0	0	362	400
57	360	400	0	0	0	0	0	150
60	325	250	430	150	580	300	465	350
64	0	0	1,208	1,100	8,128	6,766	0	0
66	1,100	1,000	488	500	4,125	3,840	940	1,000
68	1,313	1,900	507	500	*3,173	*3,120	1,335	1,500
69	0	0	0	0	0	0	566	500
80	0	0	0	0	109	0	0	0
82	313	352	242	287	561	617	231	241
85	19	63	0	349	829	750	242	292
89	193	300	0	0	0	0	0	0
94	282	343	242	281	549	604	244	236

\* West Island's Sept. statement states that only \$193 was spent in code 68. In fact the amount spent in code 68 should read \$3,173. There is a payable of \$2,980